

Leadership...The Missing Link

Producing organizational results is as much an art as a science. The state of the art currently is focused on creating management systems. Computer programs are used to manage projects, monitor measurables, document job descriptions... all designed to get people to do things a certain way. Although effective management systems are crucial to any successful venture, if they are seen as being imposed, the result is compliance at best, tyranny at worst. However, the same management systems, focused on helping people achieve **their** desired outcomes are seen as supportive. In order for management systems to be effective, leadership must precede them.

What is Leadership?

We define leadership as “generating a view of the future in which others see their future”. Therefore, effective leadership produces shared commitment to some future condition that is of value. Those who see the value follow, those that do not, don't. In short, *Leadership creates voluntary followers.*

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“The Executive’s Special is soup made with jalapeno peppers, chili powder, salsa, cayenne pepper, and red onions to help rekindle the fire in your belly.”

The more compelling the commitment to the future; that is, the more people engage at a level that is really meaningful to them, the more power is generated. A leader who engages people in a purpose that allows them to make a difference, to contribute to the lives of others will generate more power than one who engages people in a lesser commitment.



Brad Zimmerman
Managing Director
PMP East

Leadership “paves the way” for management.

When leadership engenders this level of commitment from and within people, they want to be held accountable for results. **Effective management** then becomes a necessary and natural support for the attainment of each person’s commitment.

By effective management, I mean evoking specific **promises** from people to produce specific results within a certain time frame and holding people accountable for their promises. Many of the breakdowns that we have with our people is because **they** never promised to produce. (We’ll expand on management in much greater detail in our next issue of Ascend.)

When is it appropriate to offer coaching?

When, and only when people ask for it. When they are not achieving the results that they promised, they **seek** coaching. The simple act of seeking, or asking for input distinguishes coaching from uninvited advice. If you are looking to coach your people you must create a coaching relationship. A relationship based on trust, they must trust that you are on their side and are committed to their

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success. A culture in which coaching is the norm fosters personal growth.

This whole process may sound idealistic. It is based on the ideal that if you Lead, get them on the mission with you rather than working for you, they will make promises and seek input to grow

To survive and grow we must create cultures that encourage initiative from the front lines and are thereby adaptive to the demands of the market. Effective leaders evoke this type of productive creativity from people everyday.

because it is their commitment that they are working toward, not yours!

An organization, by nature, is a group of people organized to fulfill a common purpose. Therefore any effort to expand an organization's ability to excel must focus on personal growth for each individual. The key to personal growth is personal mastery.

Personal mastery occurs when people are acting out behaviors designed to achieve the future they are committed to rather than acting from their comfort zone.

We all have a comfort zone, a set of behaviors that we have designed over the years that has produced success. Our habits, based on experience from the past, our skills and unconscious competencies all make up what we are familiar with, our comfort zone. Although this comfort zone behavior is the source of

our success, it also limits our ability to creatively design new actions. People who are committed to a compelling future continuously and consciously choose between their commitment to that future and comfort.

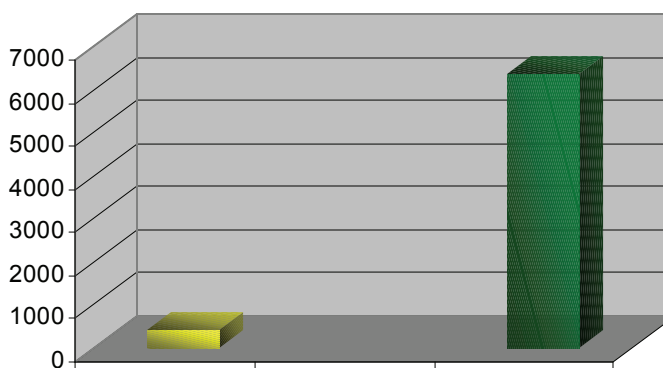
What's the payoff?

When an organization consists of people striving to expand their personal mastery, who see their personal vision being fulfilled by working toward the purpose of the organization:

- ◆ Creativity & Innovation, replace resistance to change
- ◆ Formidable issues are resolved.
- ◆ Teams form naturally across departmental boundaries.
- ◆ Industry leading performance follows.

Effective Leadership is the critical, and frequently missing, link in the formula for personal and organizational success.

Return on \$1.00 Invested from 1926 to 1990



General Market vs. Visionary Companies

This graph shows the findings of a recent study of visionary companies compared to the general market. Over a 64-year period, the return on one dollar invested in visionary companies' stock was \$6,356 compared to \$415 for the general market.

From Insight to *Action*.

We suggest that you make note of any insights that you have generated while reading this article, and list the actions that you could take to turn those insights into reality.

What compelling future (mission, goal, or ideals) are you working toward personally?

Are your people as committed to it as you are? How can you evoke that commitment?

Have you evoked *promises* from your team for performance levels that will necessitate that they personally grow? What promises would you ask them to make?

Does your staff ask for your coaching? How can you get them to ask for coaching?

EXTRA

CHANGE LEADERSHIP TRANSFORMS ORGANIZATION...

Personal Mastery

Programs deliver change management services; supporting the development of cultures that foster creativity, openness, and accountability.

Concentrating support in behavioral health and human services organizations, PMP has partnered with some of the most innovative organizations nationally, both large and small, to implement change initiatives:

- Adopting Evidence-Based Practices
- Implementing Electronic Health Records,
- Ushering in the Recovery Model
- Increasing productivity
- Integrating Behavioral and Primary care

PMP's approach to change management is based on a "personal growth model": An organization, by nature, is a group of people organized to fulfill a common purpose. Therefore any effort to expand an organization's capabilities must focus on personal growth for each individual.

PMP promises sustainable value to each individual in client organizations. The

"PMP has served as a leadership consultant, trainer, and coach for me and members of my executive cabinet and senior leadership team. In my nearly 30 years of executive leadership I have encountered scores of management consultants, though none in PMP's league. They are very smart, insightful, and truly committed to the success of their customer. I have found their work to be of enormous benefit to both the organization and to me personally."

**David Guth, CEO,
Centersone of America**

PMP Change-Leadership programs are comprehensive in nature, combining three distinct disciplines:

Breakthrough Workshop

Personal Coaching

e-learning



If you are faced with the daunting task of reducing costs, increasing productivity, improving quality of service; while keeping staff motivated and included, we can help. Call or write Brad Zimmerman; (248)647-9290 bzimmerman@pmpcoach.com.

"Projects with specific outcomes that impact the bottom line build the business case for engaging PMP. All of us have hired consultants that got everyone excited and then we went back to the office and fell back into the same old patterns. The involvement of Brad since the retreat truly holds us accountable to change.

If you find yourself in a situation similar to ours and are truly committed to change, engage PMP. I highly recommend them, but only, if you are committed to break through thinking and operating."

**Marn G. Myers, President & CEO
The Judson Center**

Executive Coaching / Leadership Development / Change Management



Personal Mastery Programs

Transforming Organizations Through Personal Growth

www.pmpcoach.com

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